



**DEPARTMENT OF THE ARMY**  
**BROOKE ARMY MEDICAL CENTER**  
**3851 ROGER BROOKE DRIVE**  
**FORT SAM HOUSTON, TEXAS 78234-6200**

MCHE-CS

15 April 2002

MEMORANDUM THRU Chief, Department of Clinical Operations

SUBJECT: End-Of Day Processing Business Practices at Brooke Army Medical Center

1. In May 01, BAMC began tracking End-Of Day compliance in an effort to decrease the number of delinquent (open) appointments at the end of each duty day. Initially, daily totals ranged from 200 - 400 delinquent appointments, and no standardized business practice was in place to ensure that appointments were resulted in a timely manner.
2. Daily reports were queued in CHCS at 2300 and 2330 for BAMC and McWethy Troop Medical Clinic, respectively, to pinpoint the clinics with open appointments. Electronic mail messages containing an Excel spreadsheet, showing compliance levels graphically, and a Word document, listing the individual appointments, were sent to the DCCS, Data Quality Manager, Chief, Department of Clinical Operations and the involved department chiefs and NCOICs.
3. During the months of Jun - Sep 01, daily totals dropped drastically to a level between 20 - 50 delinquent appointments per day. In an effort to further decrease the number of delinquent appointments, a department/service contact list was developed to assist in identifying personnel in each clinic who could appropriately result the open appointments in a timely manner.
4. Furthermore, it was noted that several clinics and/or services were contributing to BAMC's decreasing compliance percentage. Those clinics contributing a high number of appointments to the daily reports were offered staff assistance visits to explain the impact of proper processing on data quality, to assist in analyzing their business practices, and to offer guidance in timely completion of the End-Of-Day process. Trends in these clinics were displayed graphically for a three-month time period. Totals continue to decrease and now range between 0 - 15 per day, Monthly totals now average between 30 - 100 appointments.
5. Updates are given during weekly admin staff and clinical chiefs' meetings. Staff assistance visits continue to occur in clinics with a noted high contribution rate, and totals are reported on a monthly basis to the Commanding General before signing the Commander's Data Quality Statement for the previous month.
6. POC is the undersigned, Comm. (210) 916-2941, or DSN 429-2941.

*Scott G. Handley*

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Admin Officer  
Department of Clinical Operations